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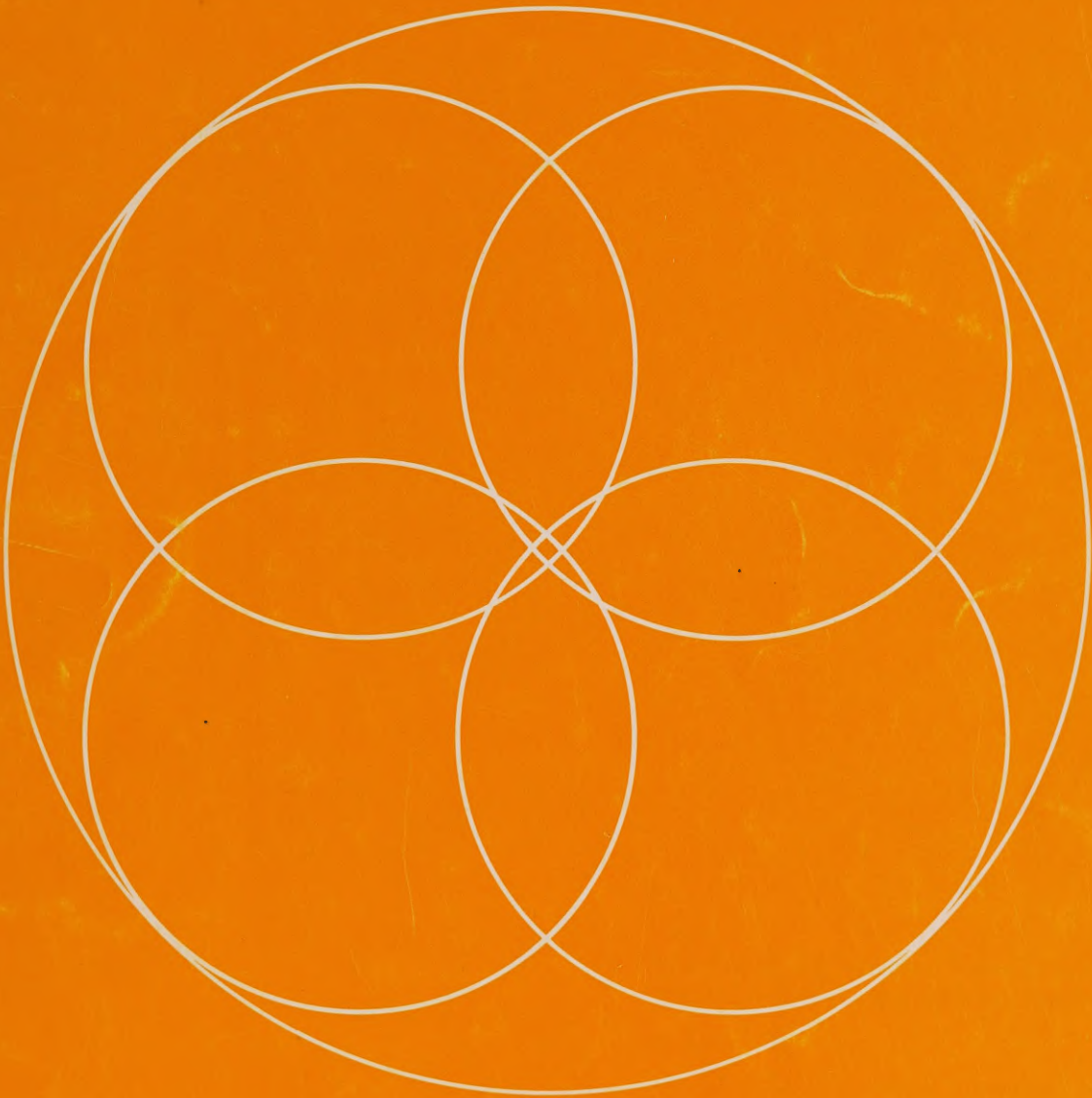


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Goals for Dallas 'B'

An Experiment
in Community Goal Setting

J.R.Nininger, V.N.MacDonald
G.Y.McDiarmid





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[2] **Goals
for Dallas 'B'**

An Experiment
in Community Goal Setting

*J.R.Nininger, V.N.MacDonald
G.Y.McDiarmid*

May, 1975

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The School of Business, Queen's University at Kingston

Preface

3 This case study was originally written for use in a seminar which was part of a background study undertaken to determine the degree of interest in a long term goals and objectives project for a limited number of Ontario municipalities. The background study led to the formulation of the Local Government Management Project.

The Local Government Management Project is a four year Project designed to implement a broadly conceived goal and objective setting system in four Ontario municipalities. Appendix III of this case provides further information on the Project, including a form for ordering other Project publications.

The interest expressed in the Dallas cases by local government officials has led to the publication of the cases so that other interested local government authorities in Ontario and elsewhere can learn from the Dallas experience. The Goals for Dallas 'A' case covers the Goals for Dallas program from its inception in 1965 to 1972. The Goals for Dallas 'B' case covers the program from 1972 to 1974.

A more technically oriented paper entitled Broad Goal Setting is being written by the Project Team and will be published in July, 1975. This paper complements the Dallas cases and describes the state of practice of broad goal setting in communities in North America and elsewhere. The order form on the last page of this publication can be used to order project publications as they become available.

The purpose of this case study, and others appearing in this series, is to present a reasonably concise description of an innovative approach to the management of local government in order to stimulate thought and discussion about issues associated with the experiences described. The case is intended for use in a variety of instructional settings. As such, no analysis of the experience is contained in this case.

The authors, in developing and using the case in a number of instructional situations have developed a number of points of analysis which have been collected together in a set of teaching notes. These notes are available directly from the authors for those who wish to use the case for its intended purpose.

A considerable amount of effort on the part of a number of individuals made the Dallas 'A' and Dallas 'B' cases possible. The authors wish to extend their thanks in particular to Dr. Bryghte D. Godbold, Staff Director of the Goals for Dallas program, and Mrs. Marjorie Allan a member of their staff, both of whom were very helpful during our visits to Dallas, and to Mr. Erik Jonsson, former Mayor of Dallas who was instrumental in initiating the Goals for Dallas program. As well, we would like to extend our appreciation to the many other individuals in Dallas who assisted by providing their insights into the Goals for Dallas program.

This case study is not being suggested as an example of the most effective goal setting program in use. Rather, it is hoped that the case will provide insight into the manner in which one municipality has attempted to cope with the complex task facing all local government; that of providing for the effective delivery of service and a better quality of life in the face of increasing constraints.

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May, 1975

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Goals for Dallas 'B'

An Experiment in Community Goal Setting

Introduction*

7 In February, 1974, the casewriters visited Dallas to obtain first hand information on the Goals for Dallas process. They discussed the program with the Staff Director, Dr. Bryghte D. Godbold, members of his staff, elected city officials, city administrative staff, and a number of Goals for Dallas volunteers. Visitors to Dallas who wished to learn about the program were common. Often Dr. Golbold arranged special luncheons so that the visitors could meet with several of the 2000 key volunteers in the program who were instrumental in stimulating citizen involvement. The case writers participated in such a luncheon, as well as conducting interviews with city officials and Goals for Dallas staff. They did not get a whirlwind propagandist perspective on the program but rather they were granted long and detailed interviews in which the participants answered with candor all of the questions posed.

Following is a short perspective on the interviewed people who will be referred to in the case.

Four of the key volunteers who had been active in structuring neighbourhood meetings and spearheading task forces were interviewed. They included: Billy Medina, a social worker deeply interested in interracial relationships and equality of opportunity for people in Dallas, who was a member of the Goals for Dallas Planning Committee; Lillian Bradshaw, Director of the Public Library in Dallas, also a member of the Planning Committee; Judy Smith, a Dallas homemaker, who had worked in the educational goals area; and Erle Nye, a lawyer, who had been involved with the public safety goals.

The casewriters were impressed with the enthusiasm, drive and continued high level of interest in the program on the part of the volunteers and, in fact, of all the people they met during the Dallas visit. When asked how much time they had spent on the program since its inception, the four volunteers laughed and said that they could not begin to count the number of hours they had worked. They said that the amount of time worked varied considerably from year to year. During the goal setting and neighbourhood meeting period there was much work to be done. On the other hand, there had not been a great deal to do in the past year. Both Mr. Medina and Mrs. Bradshaw had been fairly active, however, because they were on the Evaluation Committee; a committee which evaluated the whole program in the spring of 1973.

The casewriters asked how many of the 2,000 volunteers would elect to stay fully involved if Dallas was to start the whole process over again. Dr. Godbold suggested 75%, while one of the volunteers estimated that 85% of the volunteers would agree to devote themselves to the program again.

A councillor, Adlene Harrison, described the make-up of the current City Council to the casewriters. She also presented her perceptions of Goals for Dallas, and her impression of the attitude of council toward the program.

The City Manager, George Schrader, gave the casewriters his perspective on the impact and potential of the Goals for Dallas program. He had been with the city administration since July, 1966, starting in the position of Assistant City Manager.

Weiming Lu, the Assistant Director of Planning, was able to evaluate the Goals for Dallas program from the perspective of his experiences in the city of Minneapolis, Minnesota, and also discussed the effect of the program on the Planning Department. One of the reasons cited by Mr. Lu for coming to Dallas was that he was impressed with Goal for Dallas.

The casewriters spent a great deal of time with Dr. Godbold and with Mrs. Marjorie Allan, a member of his staff, at different times during the visit. From these conversations, and documents made available by Dr. Godbold, they were able to gain a richer understanding of the program and a perspective on its current and possible future status.

This descripton of the Goals for Dallas program will take the following form. First, a brief overview of the program is presented, followed by a section on the varied perceptions people had of the Goals for Dallas program. This section relates their feelings about the changes attributable to Goals for Dallas, its weaknesses and the reasons for its success. The next section describes the present status of the program, and outlines the possibilities for the future according to Dr. Godbold and the evaluation report. The final section contains advice to other municipalities that may want to undertake a similar program.

*This case was written by J. R. Nininger, V. N. MacDonald and G. Y. McDiarmid, School of Business, Queen's University at Kingston, Ontario. A Goals for Dallas 'A' case describes events leading up to this case. This case is not suggested as an example of the most effective programs available, and is intended primarily for classroom and seminar use. Funds for the preparation of this case were provided by the Ministry of Treasury, Economics and Intergovernmental Affairs of the Province of Ontario. © Crown Copyright Reserved.

Goals for Dallas was initiated in 1965 by Mayor Erik Jonsson and a group of 26 community leaders as an experimental attempt to involve a large number of citizens in charting the future of the community. At the time, Dallas was experiencing the rapid growth which brought it to its present rank as the eighth largest city in the United States. It seemed certain that the rapid growth would continue, but the challenge that faced community leaders in 1965 was the need to guide that growth so that Dallas citizens could have an opportunity to lead a full life.

The 26 leaders who initiated the program and formed the Planning Committee represented a broad cross-section of community life. They agreed to undertake a three-stage process.²

First—Goals should be established for the community through the widest possible participation of Dallas citizens.

Second — Plans should be developed for accomplishing the goals, indicating responsibility for each goal, a schedule for achieving it and the assignment of priorities — again with broad citizen involvement.

Third — Progress on the goals should be evaluated regularly and reported to the people. Every few years the goals and plans for their attainment should be updated.

More than 100 goals in twelve categories were proposed by a group drawn from varied backgrounds and then reviewed in neighbourhood meetings held throughout the area. As a result of comments made at these meetings, 60% of the goals were revised.

Proposed plans for accomplishing the goals were developed by task forces which had the benefit of the opinions of more than 25,000 people who responded to questionnaires distributed at some 450 neighbourhood meetings. These proposed plans were reviewed in another series of neighbourhood meetings, and comments made were used by committees to revise the plans and set priorities under each goal subject.

By the end of the second stage, over 100,000 Dallasites had helped draft clear statements of their desires for their city. Through consensus, they had set 108 specific goals, outlined plans and schedules for achieving them and assigned priorities.

Achievement Committees were then formed, once again consisting of volunteers. Their task was to monitor action on the goals and report progress, or the lack of it, to the people. At the end of the first review in 1970, the committees reported that substantial progress had been made on 44% of the goals, moderate progress on 50% of the goals and no progress on 6% of them. By 1972, 27% of the goals were regarded as achieved, substantial progress had been made on another 43%, moderate progress on 28%, and there were only 2% on which no progress had been made.

¹ A more in depth presentation of Goals for Dallas from its inception to December, 1972, may be found in *Goals for Dallas 'A'*, February, 1975.

² Much of the information in this outline has been taken directly from the *Committee Report on the Future of Goals for Dallas*, April, 1973 — with the permission of Dr. Bryghte Godbold.

Before Goals for Dallas

The City Manager, George Schrader, spoke to the casewriters about city operations before Goals for Dallas really got going. He felt that the city had lacked a planned course:

There were no management meetings, there was no training program for employees, the information system in the city was inefficient, the budget was rather primitive, and there was no evaluation of the quality of services provided or the benefits resulting from those services.

Mrs. Harrison, a Dallas Councillor, remarked upon the general lack of interest of Dallas citizens in civic affairs before Goals for Dallas, commenting that an average turnout at municipal elections then was approximately 10% of eligible voters.

In fact, it appeared to be a combination of the above factors which influenced Mayor Erik Jonsson to initiate the Goals for Dallas program. He was frustrated by the inability of the city to decide upon a consistent and acceptable direction, and saw little hope of influencing Council without some outside impetus.

One of Jonsson's first steps was to ask Dr. Bryghte Godbold to leave his post as Vice-Principal in charge of Administration at Texas Christian University, for six months, to help get Goals for Dallas off the ground. Eight years later, Godbold was still with Goals for Dallas.

He and Jonsson are generally acknowledged to have been the driving forces behind the program, and much of its success is often credited to these two men. Godbold heads up the small professional staff of the Goals for Dallas organization which is responsible for encouraging the 'Action Agencies'³ to work towards the goals established by the citizens.

Results of Goals for Dallas

The casewriters asked each person interviewed to discuss their perceptions of the results of Goals for Dallas. Generally, the comments received fell into three categories:

- 1 intangible changes in the community;
- 2 changes in municipal operations; and
- 3 tangible changes.

Intangible Changes in the Community

During a luncheon with some of the Goals Volunteers, the casewriters asked them how the success of a prog-

ram such as Goals for Dallas should be measured. A long discussion on this topic followed. The volunteers all agreed that the results should not be quantified by saying that so many goals were met, so many were exceeded, and so many were not met. They felt that this was an oversimplified way to look at it. They stressed that one must look at the process of goal setting and citizen involvement and the benefits that it has brought to the community. Many benefits are hard to quantify, such as the value of people who did not know each other before, getting together to discuss community matters. They said that the city had come a long way, but that many of the changes were subtle and hard to see. A point which was stressed was the need to look at the changes in the community over a long period of time, rather than just determining short term accomplishments.

The volunteers talked about many accomplishments not directly attributed to Goals for Dallas but which were undoubtedly influenced by the programs. Changes had occurred in the city which, it was felt, would not have occurred were it not for Goals for Dallas. One major change of this type was the vastly increased communication between citizens and the decision-makers of the civic government.

In discussing the changes in the community brought about by Goals for Dallas, Dr. Godbold said that the program had trained a great many people in the community and had brought out a number of new civic leaders. More people were now involved in determining the destiny of the community. He mentioned, as examples, several of the Goals Volunteers to whom the casewriters had spoken. There was now a network of concerned individuals in Dallas who were aware of each other and who were willing to expend more effort on the program whenever the need arose.

3 The term 'Action Agencies' refers to those organizations which were charged with the responsibility for one or more of the goals. A breakdown of the responsibility for the goals by major Action Agencies follows:

Organization	% of Goals
City of Dallas	34%
Dallas Independent School District	15%
Dallas County	10%
Higher Education Council	6%
Co-ordinating Council for Continuing Education	5%
Arts Council	5%
Community Council	4%
North Central Texas Council of Governments	3%
Dallas Chamber of Commerce	2%
Trinity River Authority	2%

Schrader, the City Manager, said that Goals for Dallas was responsible for much of the increase in co-operation between and consistency of the organizations and agencies in the city. He saw the program as putting an umbrella over all of the Action Agencies and getting them to pull in the same direction. Lu, the Assistant City Planner, agreed, saying that Goals for Dallas had provided on identity and a focus for city agencies. He pointed out that organizations other than the civic government were responsible for two-thirds of the goals. The required co-operation had been received from a large number of organizations from all sectors of the community.

Schrader felt that the program also had a positive effect on the attitude of citizens towards their city. This was a result of the process itself — having extensive citizen participation in setting goals for the municipality. He felt that it raised the aspirations of the city and said that if he were to take a City Manager position in another city, he would want to set up a goals program based on the Dallas experience.

Councillor Harrison agreed that by encouraging a great many citizens to participate in goal setting, awareness of civic affairs had increased and more intelligent interaction with City Hall had resulted.

Billy Medina, a Mexican-American Goals Volunteer, had worked on the Welfare Task Force and the Welfare Achievement Committee, and was very excited about the work that these groups had done. Early in the goal setting process, he had spent a great deal of time and effort at the neighbourhood meetings in the most run-down parts of the city. At some of these meetings there was a great deal of arguing and shouting. Members of the more radical minority groups were well represented and at times got quite upset about the process as well as the goals. Medina told these groups that their participation was greatly desired but they would have to come up with constructive alternatives rather than just criticism. Gradually, the militant groups began to support and work for Goals for Dallas and, over the past eight years have provided much valuable input for the program. Medina said that he did not know of any group in the city which was resisting the program. In fact, none of the Goals Volunteers who spoke with the casewriters were aware of any negative feelings concerning Goals for Dallas anywhere in the city.

Changes in Municipal Operations

The City Manager and the Assistant Planner agreed that Goals for Dallas, through goal setting and attempts to determine priorities, had helped to clarify the many conflicting demands placed on the city, and had caused an expansion of the activities of the city government. As a direct result of the goals, which the municipal administration was asked to work toward, more and better qualified staff had been hired for areas in which personnel were not previously available. Since 1965, the city had tripled municipal taxes. Schrader felt that the citizens had accepted the increases because their awareness of civic needs and problems had been heightened by the program.

According to the Assistant City Planner, Goals for Dallas had been an important tool in helping the Planning Department to carry out its responsibilities. First, the planners were more aware of the desires and priorities of the citizens, and second, City Council granted the department more money to work towards the achievement of the goals. Thus, various studies were made and plans put into action much sooner than expected.

Schrader felt that Goals for Dallas was to some degree responsible for the more sophisticated city budget, the better information system, and the overall improved management system. The city, he said, was forced to make these improvements in order to respond to the goals set by the citizens. Because city administrators had to measure their performance towards achievement of the goals assigned to the city, the information system and the budget had to be improved.

Dallas had not attempted program budgeting, but Schrader felt that the administration was tending more towards management by objectives. The city still used a line-item operating budget (\$225,000,000 annually) but it was a greatly improved version of the pre-Goals for Dallas budget.

Mrs. Harrison explained the councillor's perspective on the goal setting program. She said that some councillors were adverse to this program because it pushes elected officials and puts them on the defensive. It opens wounds and gets people talking about things that complacent councillors do not like. She personally supported Goals for Dallas, however, and said that it was a very useful way to keep councillors up to date on the feelings of the citizenry.

Tangible Changes

It was unanimously agreed that Goals for Dallas had helped to increase orientation towards the future on the part of Dallas citizens. One concrete result of this new orientation was the passage in 1972 of the largest bond issue in the history of the city, approximately \$175,000,000. Schrader felt that the citizens had agreed to items in that vote that they would not have agreed to without the increased awareness of the needs of the city resulting from Goals for Dallas. Several of the programs passed in the bond issue were long term and very future-oriented e.g. the re-development of the core area of the city. Goals for Dallas, he said, seemed to have given the citizens more confidence in their city at a time when confidence in cities generally was at a very low point. Both the most recent bond issue and the one preceeding it in 1967 had been passed at times when similar bond issues were being turned down in many other cities in the United States. Godbold felt that voting on the 1972 bond issue had been deeply affected by Goals for Dallas as it came soon after a round of neighbourhood meetings.

Another result of the orientation to the future was the construction of the new Dallas-Fort Worth Airport, the largest airport in the United States. It was designed and built to accommodate the needs of the Dallas-Fort Worth metropolitan area until well into the twenty-first century.

Lu, the Assistant City Planner, said that due to Goals for Dallas, the city had done a great deal more future planning which in turn had resulted in the attraction of more industry.

Mrs. Harrison listed a number of tangible changes that had come about as a result of the program:

- 1 The Council of Governments, a council made up of representatives from all of the local governments in the area had been initiated because of Goals for Dallas. The Council had not been too successful to date, but she felt that it was a step in the right direction.
- 2 As a direct result of one of the goals, the city had acquired a great deal more acreage for green space.
- 3 Mrs. Harrison was on the committee in charge of the goal to do away with overhead utilities and to control the number of signs in the city. After a two year fight which split the Council, a bylaw was passed which required that overhead utilities would be eliminated within seven or eight years, and that signs would be closely regulated.
- 4 Flood control in the Dallas area had been poorly co-ordinated before Goals for Dallas. It was substantially improved.
- 5 One of the original goals related to historical land markers. Certain individuals were able to put much pressure on council for a historical landmark plan. Council did not like the idea but eventually went along with the plan.
- 6 Goals for Dallas had been instrumental in efforts to control water and air pollution in Dallas.
- 7 Another concrete result of Goals for Dallas that Mrs. Harrison mentioned was the Action Center. Located on the ground floor of the Municipal Building, the Action Center is a centralized information and assistance office established to help bring the city government and services closer to the people of Dallas. In 1973 the Center handled 180,000 phone calls. The Action Center answers and records citizens' questions, complaints and observations, and promises an answer within 48 hours. To redress a complaint, an Action Center staffer goes directly to the department involved to find out what will be done and when. The citizen is then notified as to when he may expect his complaint to be acted upon.

An addition had recently been made to this service in the form of an Action Center Bus which was driven through the various parts of the community. People were brought to the city hall if they had a complaint or problem, or staffers would tape record their message and make sure that it reached the right person.

Mrs. Bradshaw, one of the Goals Volunteers, and the Director of the Public Library System in Dallas, said that several organizations had determined and published goals for themselves, completely apart from but influenced by Goals for Dallas. One such organization was the library system.

The Economic Potentials Handbooks were seen by many as an important result of the program. The first edition, issued in September, 1970, was the result of two years of research, and was designed to provide useful measures of past and potential growth of the Dallas Metropolitan Area. The second edition of the Handbook, published one year later, updated the 1970 edition and identified major economic trends which had been observed since the release of the first edition. A third edition was published in August, 1973. This edition concerned not only the Dallas Metropolitan Area but the entire Dallas/Fort Worth Metroplex, an eight-county region. The demographic and economic indicators were again updated, and were projected to 1975, 1980, and 1985. A great number of statistics were presented and analyzed concerning the economy, industry, population, the labour force, personal income, consumption, production, education, and government in each of the editions.

Goals Volunteer, Billy Medina, recently sat on a National Commission concerned with minority groups. He was able to use much of the information and experience he had gained in working with Goals for Dallas in helping to set up a national program. Other members of the commission were very impressed with the information collected for the Economic Potentials Handbook and used it as an example for their own data collecting activities.

Weaknesses

Most of the people interviewed for this case made some comments about weaknesses of the process and places where it had failed. These ranged from rather general comments to specific instances in which Goals for Dallas had not accomplished what it had set out to do.

The City Manager felt that the major weakness in the process was the link between the setting of goals and their implementation. Action Agencies were under no formal obligation to accept the goals and work towards them. The process relied solely on the ability of the Goal Achievement Committees to gain the co-operation of the agencies. While this system had worked reasonably well, Schrader felt that a different system might provide better results. Short of making it a city government-run program, he felt that the link could and should be strengthened.

Some of the sub-goals set during the goal setting process were seen as too specific by the Assistant City Planner. He referred to one goal which proposed that a certain street be made into a boulevard. He felt that this goal should have been more general to give the planners more scope. The planners might feel that the boulevard would be better somewhere else or was not needed at all. When they drew up the plan, however, they would be criticized for not relating to the goals if the particular street did not become a boulevard. Lu felt that people with little or no knowledge of urban planning should not set specific goals but should give broad direction to the planners.

On a more specific note, Lu commented that one short-coming of the goals was that none of them related to the preservation of a clean, healthy environment whereas, as the Assistant City Planner, he saw this as his top priority. He offered a possible explanation for this situation, explaining that the goals were set in the mid 60's before the environment became such a popular and pressing issue.

Dr. Godbold admitted that some mistakes had been made in the process and that there were some things he would change if he could do it over again. One mistake he felt they had made was to go back to the citizens for their input once the plans for achieving the goals had been proposed by the task forces. They found that the citizens just were not able to respond adequately to the plans. Godbold suggested that a conference involving 150 to 250 selected, interested citizens would have been preferable to neighbourhood meetings for this step of the process.

Godbold also had mixed feelings about the Goal Achievement Committees. While he felt that they were important because they provided feedback to the citizens, he also felt that there were some drawbacks to the process. They emphasized things which had not been accomplished, and stressed numbers; e.g. how many goals have been achieved. Godbold would have preferred more emphasis on the process itself and the intangible benefits that it had brought.

Mrs. Harrison mentioned a number of areas in which little or no progress had been made by Goals for Dallas. Chief among these were:

- 1 integration;
- 2 inadequate or deteriorating housing;
- 3 transportation; and
- 4 an independent school system.

Mrs. Harrison also felt that if they were to do it over again, the neighbourhood meetings should be handled differently in some respects. She felt that the program did not provide adequate feedback to the people after they had participated in the meetings.

The Evaluation Committee which reviewed the program in the spring of 1973 identified five major weaknesses:⁴

- 1 There is not a sufficiently close coupling between the Goals Program and the organizations which have the ultimate responsibility for achieving the goals.
- 2 Priorities were established only among the goals in a given subject area and not among the total list of goals; e.g., it was not decided whether the establishment of more health clinics should have a higher priority among the goals than the construction of parks and recreational areas or vice versa.

⁴ Committee Report on the Future of Goals for Dallas, April, 1973, reproduced with permission of Dr. Bryghte D. Godbold.

- 3 The public information program has not been sufficiently comprehensive to keep the people adequately informed.
- 4 Some people believe that too much emphasis in the goals has been placed on physical projects and not enough on people and social issues.
- 5 The program has not had a sufficiently broad base of financial support and leadership.

Reasons for Success

The casewriters asked Godbold, the volunteers, and city officials to discuss what they felt to be the major factors contributing to the success of Goals for Dallas.

By far the most often mentioned factor was the former Mayor, Erik Jonsson. Godbold suggested that it was his orientation and desire to have the program that made it go. Jonsson had been very effective in getting the leaders of the various sections of the community — churches, business, labour, ethnic groups, etc. — to support and participate in the program.

Lu also stressed the importance of Erik Jonsson in making Goals for Dallas the success that it was. Jonsson had the ideas and the foresight, and, as a result of the respect and influence he commanded, one knew that 'the bricks and mortar would come later.'

Schrader stressed the fact that his high status and reputation in the community had enabled Jonsson to get the most influential leaders in the city to fully endorse the program. While council did not provide open support for Goals for Dallas, Jonsson ensured that they were aware of the program.

Godbold was also seen by many as being critical to the success of the program to date. They felt that it had been his influence and outstanding efforts that had kept the project going, and several felt that the program would fold if Godbold left.

Many other reasons for success were given. Godbold felt that the Goals for Dallas staff had been a very important factor because of its high degree of professionalism and objectivity. He also gave credit to the approximately 2000 dedicated goals volunteers without whom the massive jobs of organizing and running neighbourhood meetings and monitoring progress towards the goals could not have been accomplished.

Schrader said that Goals for Dallas had been so successful because it had not been controlled by any one group but had received substantial input from many different groups from all segments of the community. Lu listed four factors that he felt had contributed much to the success of the program:

- 1 it was closely linked to and promoted by the power structure in the community;
- 2 it had adequate financial support;
- 3 it had a small, dedicated professional staff under the excellent leadership of Dr. Godbold; and
- 4 citizens were extensively involved in the process.

This section of the case is divided into three parts. The first sub-section describes some of the important events concerning Goals for Dallas in 1973 and early 1974. This is followed by an outline of the future of Goals for Dallas as Dr. Godbold described it to the casewriters. The final subsection summarizes the *Committee Report on the Future of Goals for Dallas*.

Recent Developments

Early in 1973, a committee of twenty-one people was appointed by the Planning Committee to do an evaluative study of Goals for Dallas to date. They were asked to consider its strengths and weaknesses, and to determine whether or not the program should be continued. If they recommended continuing the program, the committee was to propose its future purposes, its principle program activities, organizational structure and funding arrangements. Among the members of the committee were the City Manager, George Schrader, the Assistant City Planner Weiming Lu, and volunteers Lillian Bradshaw and Billy Medina. Dr. Godbold sat on the committee as an *ex officio* member. Five committee meetings were held during February and March of 1973, and opinions about the Goals Program were actively sought from the community and incorporated into the Committee's conclusions. The study was completed in April, 1973.

The evaluation study made a number of recommendations as to how the program should proceed. (These will be discussed in more detail later in the case.) As of February, 1974, however, these recommendations had not been followed-up. The Chairman of the committee, Erik Jonsson had been very busy with his duties as a Director of Texas Instruments Ltd., and his role in the planning of the new Dallas-Fort Worth International Airport. Godbold expressed the opinion that the program would be in some danger of folding if action was not taken on the evaluation report in the near future. He expected that the Board would be meeting to consider the report before long.

The Assistant City Planner, when asked to discuss recent developments concerning Goals for Dallas, noted that the Goal Achievement Committees had met in 1972 and produced excellent reports, but had done nothing in 1973. He said that it was important for the program to continue but that many people were worried about its long term viability because the program seemed to be experiencing a period of stagnation.

The Future as Godbold saw it

Godbold told the casewriters that once the evaluation report received approval, the Planning Committee would determine the precise plan of action for the next phase of Goals for Dallas. One alternative that Godbold mentioned would involve going through a process of identifying the major issues, problems, and opportunities that faced Dallas. This would be done with extensive public involvement. Task forces of 20-25 individuals would be set up which might or might not be organized along the lines of the twelve goal areas. Godbold suggested that they be set up to deal separately with social issues, physical issues and economic issues. The task forces would look at the previous goals in the various areas, determine what had been accomplished and what had not, and try to identify, based on these findings, the major issues facing the community.

Many sources of information would be available to the new task forces. They would contact professional, labour, school, anti-poverty, church and other community organizations to get opinions as to the major issues facing the community. They would seek citizen opinions through radio and newspaper action lines asking 'What bugs you?', as well as making use of the Action Center to find out what was bothering citizens.

Godbold expected that the task forces would be able to narrow the major issues facing the community down to between 20 and 40. The next step would be to develop alternative methods of resolving these issues. The alternatives would then be taken back to the civic government and other Action Agencies, as well as to the public, through a series of neighbourhood meetings. Participants would be asked to address two questions.

- 1 Are the issues the right ones?
- 2 Are the alternatives the appropriate ones? If not, what are the appropriate issues and alternatives?

Once the list of issues and alternatives was refined, the best alternatives would be chosen through both public meetings and special radio and television programs.

Finally, the alternatives would be taken to the appropriate Action Agencies to encourage their efforts to follow the broad action plan desired by the community. Godbold emphasized that the Action Agencies would be involved in the process from the start. Members of various Action Agencies would be appointed to Task Forces and would help to identify the issues and alternatives. Thus they would be informed and would have input during the entire process.

Following the acceptance of the alternatives by the Action Agencies, there would be a follow-up procedure at six month intervals to investigate the progress which had been made towards resolving the issues.

In conclusion, Godbold said that it was time to face up to some of the issues which were not dealt with by the original goals, as well as to make some of the goals more specific. One problem that he felt should be looked at, was the duplication and overlapping of agencies in the Dallas area. Some services did not seem to be reaching the people and the need for thought about organization of services was apparent; for example, health services was one area in particular need of attention.

In his opinion, the City Council, the School Board and other public agencies needed a more recent reading from the people as to their needs and desires for the future. Godbold felt that it was essential to begin the process again; to go back to the people and get the issues redefined and, thereby, to give some direction to Council and other governing bodies.

Summary of the Evaluation Report

As mentioned above, a group of twenty-one people was commissioned by the Planning Committee early in 1973, to do an evaluative study of Goals for Dallas to date, and to write a report on their findings. The evaluation report, completed in April, 1973, begins with a brief history of Goals for Dallas followed by a section on the benefits and weaknesses of the program. Based on the many wide ranging benefits and the relatively minor weaknesses, the Committee concluded unanimously that the program should be continued.

Purposes and Aims

The next task approached by the Committee was the determination of a set of purposes and aims to guide the program in the following years. The eleven points enunciated by the Committee are summarized below. The process should:

- 1 use the systems approach through which all aspects of the city and its needs may be examined at once (Goals should be revised every 5 - 7 years);
- 2 encourage participation from all segments of the community;
- 3 establish priorities for each goal in relation to all other goals;
- 4 involve the leaders of the Action Agencies to a greater extent and let the Action Agencies determine the plans to accomplish the goals;
- 5 involve leaders of the media to a greater extent;
- 6 widen the scope of the program to include outlying areas;
- 7 continue aggressive follow-up to see that goals are achieved;
- 8 encourage further economic potential studies;
- 9 structure operations and funding of Goals for Dallas to ensure its continuance as an independent activity;
- 10 maintain a small highly professional staff; and
- 11 maintain Goals for Dallas as a self-renewing program with built in reviews and revisions.

Future Program Activities⁵

It has been seven years since the goals were first established, with only minor revisions in 1970; therefore, the first activity should be a study of the current situation in Dallas, followed by a thorough assessment of the old goals and the development of new and revised goals as needed. This activity should begin in the fall of 1973 and continue in 1974. The major emphasis in 1975-77 should be on achievement of the goals, using a systematic method to monitor and report progress toward goals achievement.

⁵ This section is taken directly with permission from the *Committee Report on the Future of Goals for Dallas*, p. 9-12.

1973-1974

The goals revision process should begin with people from varying backgrounds being asked to serve on task forces. The task forces should take a fresh look at the goals — in light of changed circumstances, in light of whether current goals are imaginative and ambitious enough, in light of which goals have been achieved and which, if any, are unachievable. Task forces should seek suggestions from individuals and organizations and should propose new goals and priorities.

Citizens of all ages, races, social and economic backgrounds and from all sections of the city should be given the opportunity to take part in setting the new goals and deciding on new priorities.

A publicity plan should be developed with the aid of public relation experts to inform the people of the revision process and urge their participation.

After the task forces complete their proposals for goals and priorities, tentative priorities should be set among all the goals, utilizing information obtained from individuals and organizations as well as from the latest edition of the *Economic Potentials Handbook*.

The proposed goals and priorities should be printed and distributed to every home in Dallas. Intensive efforts should be made to obtain widespread citizen reaction to the goals, including a series of major television programs with a method to allow citizen response. Public meetings — by neighborhoods or city-wide meetings or both — would also be held to give every person the opportunity to attend and make his views known in person.

The citizen input from these sources should then be compiled, and revised goals developed as appropriate. Responsibility for the achievement of each goal should then be assigned.

The heads of organizations with responsibility for achieving a goal should then be asked to develop a plan, including a schedule and budget for achieving each goal. There are several reasons for this. Such organizations with their expertise are best qualified to develop the plans. If these organizations develop the plans, they can more easily include intermediate objectives relating to the goals in their programs for each year, yielding a better measure of progress year by year.

When the plans are complete, they should be reviewed in order to assure that such plans will achieve the goals. Final priorities should then be assigned. The goals and priorities should then be published and, once again, a copy distributed to every home in Dallas.

1975

After the new goals, plans, schedules, budgets and priorities have been developed, emphasis would shift to achievement of the goals and the responsibility to inform the people fully on the amount of progress being made toward achievement.

Therefore, Achievement Committees comprised of volunteers should be formed to collect information on progress, analyze the information and report to the people. When each committee completes its annual report, it would transmit a copy to the heads of organizations with achievement responsibility and then publish the report.

Every three months a major press conference should be held to be attended by the chairmen of appropriate Achievement Committees and the heads of appropriate goals-achieving organizations to discuss the progress being made. This would provide a reasonably continuous flow of information to the people and help assure continued interest and involvement of the public in Goals for Dallas. At the end of the year, a summary of progress on the goals would be published and widely distributed.

1976-1977

This achievement reporting process would be repeated in 1976 and 1977.

Organizational Considerations

The committee recommended that Goals for Dallas should become a non-profit membership corporation with a board of 35-50 trustees broadly representative of the community. Leaders of the major Action Agencies and mass media would be represented on the board. The staff of Goals for Dallas would be kept small and would be augmented by short term employees borrowed from business, universities and government when they were needed.

To date, Goals for Dallas had been funded on an ad hoc basis by a few companies, foundations and individuals with most of the funds coming from two people. The committee desired to broaden the base of financial support and so recommended that an endowment fund of \$2,000,000 be established and that memberships be sold to individuals and businesses in addition to obtaining support from the United Appeal.

Because of the scope and success of Goals for Dallas, its reputation has spread far and wide. Jonsson decided early in the process that Goals for Dallas would provide help for other cities wherever possible. Thus Dr. Godbold meets with officials from many other cities every year. They come to him asking how to get started and how to overcome various problems. He tells them that the most important ingredient to a successful municipal goals program with citizen involvement is to have the total commitment of two or three people of prestige and influence in the community. Godbold felt that a number of cities had failed in their attempt to replicate the Goals for Dallas success because they had not had an adequate level of commitment from the leaders in the city.

For the benefit of other municipalities which are interested in starting a program along the lines of the Dallas experience, Goals for Dallas staff have written a paper entitled *Procedure for Self Assessment by Communities of Their Readiness to Launch a Citizen Involvement Program*. This paper is summarized in Appendix I. It was written in conjunction with the Citizen Involvement Network (CIN), a new organization that Godbold is helping to get off the ground. The CIN will consist of municipalities that are starting on or engaged in programs similar to Goals for Dallas, and one of their major objectives will be to share and disseminate information. Appendix II presents more detailed information on what the CIN is, how it will be organized and operated, and the results expected.

Councillor Harrison told the casewriters that she would heartily recommend a similar goals program to other municipalities, but she cautioned that it was essential that the program be led by certain key people like Jonsson and Godbold who were influential, respected, organized and committed. The Assistant City Planner also had strong feelings on this point. He said that unless there were one or two strong leaders in the community who could shoulder the weight of the program for some time, the municipality should not even attempt it.

Lu felt that the strength of Goals for Dallas lay in its political independence, and suggested that other municipalities follow this example. The program should not be run through the Chamber of Commerce because it would be seen as a front for the city council. It should not be run through city council because of the pressure groups to which the council is subject, and the implications at election time. He felt that it should be operated by an independent organization of lay people in the community.

Goals for Dallas has been the largest experiment in citizen participation in municipal goal setting in North America. Since its inception late in 1965, the participation on committees, task forces and at neighbourhood meetings has totalled over 100,000. During that period, Godbold had learned a great deal about the nature of citizen participation and was eager to share his insights.

Over the past eight years, Godbold has found that it is best not to try to keep citizen participation at a constant level, year in and year out. Citizen interest can be brought to a peak, and then it fades away. Goals programs should be built around this fact. He suggested that the citizen participation phase of a goals program should be compressed into a three to six month period, and then allowed to die down. Interest and participation could then be brought to another peak later on.

Godbold had three other suggestions for other municipalities. First, he felt that it was important to have a small group of dedicated full time people working on the project. Second, he stressed the importance of regular feedback to the citizens to keep them informed of progress towards the goals and the benefits to the community that the process had brought. Third, he suggested that the two criteria for a meaningful goal which were used in Dallas should be given serious consideration in other municipalities. They were:

- 1 when the goal is accomplished, one should be able to see the result; and
- 2 there should be some Action Agency in existence that can work towards achieving the goal.

⁶ A more detailed discussion of the strengths and weaknesses of a number of approaches to goal setting as well as a discussion of important considerations for municipalities contemplating the implementation of a broad goal setting program are contained in the Project publication *Broad Goal Setting* (see Appendix III).

Appendix I

Assessing Community Readiness

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A paper entitled *Procedure for Self-Assessment by Communities of their Readiness to Launch a Citizen Involvement Program* has been written by the Goals for Dallas staff for municipalities that want to become involved with the Citizen Involvement Network. This appendix summarizes the paper. (More information about the Citizen Involvement Network can be found in Appendix II.)

This paper suggests a three step procedure that municipalities should go through to determine whether or not they are ready to launch a goal setting program with citizen participation along the lines of the Goals for Dallas program.

Before describing the first step, the need for strong committed leadership is emphasized. The first step is a preliminary assessment of the readiness of the community. The leader(s) should invite twenty to thirty-five of the locality's community leaders to a meeting to discuss the possibility of their municipality launching a citizen involvement program. The paper provides a suggested agenda.

If, after sufficient discussion, there is agreement on the need for such a program, the group should make an on-the-spot assessment of their community's readiness. Some factors which increase the likelihood of success are presented:¹

- 1 The majority of community leaders should be enthusiastic about the program;
- 2 The leaders of the major community entities — the city, county, school district — should have a commitment to the program and be willing to co-operate with each other;
- 3 The program should have the support of the media;
- 4 Leaders of citizen groups such as the League of Women Voters, ethnic groups, Rotary Clubs, parent-teacher associations, labour unions, etc. should be enthusiastic about the program and willing to encourage their members to participate;
- 5 There should not be a crisis in the community so grave that it commands all energies and prevents citizens from focusing on long-range planning;
- 6 The local economic situation should be generally healthy;
- 7 The locality should be able to raise the necessary funds to support the program.

If the group feels that their municipality rates high on these factors, it should constitute itself a Readiness Committee to carry out the second step which is to document in more detail the extent of readiness of the community.

The Chairman of the Readiness Committee should appoint seven sub-committees to meet with and record the opinions of the following major groups:²

- 1 Heads of organizations who would carry out citizen-made decisions about the locality's future — mayor or city manager, top county official, school superintendent, administrative head of Chamber of Commerce, directors of health and welfare organizations, the state legislative delegation, etc.;
- 2 Heads of local universities and colleges;
- 3 Leaders of the media;
- 4 Leaders of ethnic groups and of religious organizations;
- 5 Leaders of organized groups which study public affairs and work to improve conditions in the community such as the League of Women Voters, the Junior League, parent-teacher associations, and various student groups.
- 6 Heads of businesses, professional, labour, employee and civic groups, etc.;
- 7 Heads of farm and rural organizations — Farm Bureau, Farmers Union, Grange — conservation and environmental groups.

An eighth subcommittee should be appointed to study the probable need for funds for a three year program, and the willingness of the community to provide these funds.

The third step is to reconvene the Readiness Committee and decide on the basis of the information gathered, whether or not to proceed. If the decision is to proceed, an organization should be formed that will plan and carry out the program.

1 *Procedure for Self Assessment by Communities of Their Readiness to Launch a Citizen Involvement Program*, Goals for Dallas, Draft, Jan. 14, 1974, p. 3. Reproduced with permission.

2 *Ibid*, p. 4.

Appendix II

The Citizen Involvement Network

Early in 1974, plans were underway to set up the 'Citizen Involvement Network' — a \$6.25 million project involving ten to twenty cities engaged in programs similar to Goals for Dallas, sponsored by the Kettering Foundation. The project is described in the Prospectus as follows:¹

What is proposed here is a three-year experiment-demonstration in a relatively small number of localities to involve the total community — leaders, average citizens and representatives of institutions serving the people — in a process to plan the future of their locality. Each participating community will design its own citizen involvement program, considering what has been done in other communities and the contributions of universities, research institutes and individual experts. The member localities will share experiences through a communications system. This co-operative project will be called the Citizen Involvement Network.

Many municipalities have engaged in citizen involvement goal setting programs but each one has had to start almost from scratch. Some have been successful while others have not. A study of both successful and less than successful citizen involvement programs shows that such programs have a great potential for both encouraging and making it possible for public and private institutions to be more responsive to the will of the citizens.

A non-profit facilitating organization will be set up to co-ordinate network activities and aid the participants. Each participating municipality will set up an organization broadly representative of the community, to plan, conduct and finance the program. The program will be designed to:²

... provide every citizen information relevant to his community's needs and opportunities and provide a way for (1) identifying mutually agreed upon priority needs, (2) planning with local institutional leaders to meet these needs, and (3) assessing regularly the extent to which the needs are being met.

Communication between participating municipalities is an important aspect of the project so a computer information system will be set up to link the participants. The actual program in each city will be financed jointly by the city and the project, while the project will handle all of the costs for publications, special research projects, conferences and the communication system. The project will be well documented and the information will be made available to all interested municipalities with the long range aim that hundreds of localities will design their own programs.

More information about the Citizen Involvement Network may be obtained by writing to:

Mr. Jack Gentry,
Citizen Involvement Network
1211 Connecticut Ave. N.W.
Washington, D.C. 20036
U.S.A.

1 *Prospectus for a Citizen Involvement Network*, Dallas, Texas, February 11, 1974, p. 3. Reproduced with permission.

2 *Ibid*, p. 4.

Appendix III

Local Government Management Project

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The Local Government Management Project is described in a 21 page document entitled Project Overview Statement. This appendix contains three sections taken from the Statement. These sections are: Project Highlights, Project Publications, and Publication Order Form. Copies of the Project Overview Statement can be ordered by using the order form found on the last page of this publication.

Project Highlights

Project Goal

The goal of the Project is to assist those involved with the delivery of local government services to improve the operation of local government through the use of a broadly conceived system of goals and objectives.

Project Objectives

The main objectives are to develop, document, and evaluate by March 1978, in co-operation with the Ministry and the four project municipalities, a broadly conceived system of goals and objectives which will provide suggested guidelines for the development of similar systems in local government organizations in Ontario and elsewhere.

Project Description

The Local Government Management Project is a four year project designed to implement a broadly conceived goal and objective setting system in four Ontario municipalities, and to document and study the implementation experiences.

Goal and Objective Setting — A Definition

A system of goals and objectives is a system of planning and review wherein overall goals and objectives are specified for the municipality for an agreed upon period of time. In turn, these are translated into specific objectives for the various departments and other agencies, as well as individual managers within the municipality. At various times during the period the attained objectives are compared to the original or revised objectives for purposes of determining progress toward expected results.

Participating Municipalities

Four municipalities are participating in the Project. They are:

- ☐ The City of London. A City with a population of 240,000 which uses a Council-Board of Control-Chief Administrative Officer structure.
- ☐ The City of St. Catharines. A City with a population of 120,000 using a Council-City Administrator structure.
- ☐ The City of Ottawa. A City of 300,000 using a Council-Board of Control-Commissioner structure.
- ☐ The Regional Municipality of Niagara. A regional government, incorporated in 1970, encompassing 12 area municipalities with a total population of 350,000, using a Regional Council-Committee structure.

Initiating Agency

The Project was initiated and is being co-ordinated by the Advisory Services Branch, Ministry of Treasury, Economics and Intergovernmental Affairs, Province of Ontario. The Ministry is primarily concerned with seeing that the experiences of the four project municipalities are documented and made available to other municipalities. In addition, the Ministry has appointed liaison personnel for each of the project municipalities.

Project Team

The implementation and evaluation of the goal and objective setting system is being carried out by a team from the School of Business, Queen's University. The Project Principals, V.N. MacDonald and J.R. Nininger, have studied the use of goal and objective setting systems in municipalities in North America, England and Europe for the past three years. The Project Team consists of a staff of four full-time and three part-time individuals in addition to the Project Principals.

Project Leader and Task Force

Each of the four municipalities has appointed a Project Leader to oversee the implementation of the goal and objective setting process. As well, each municipality has a Project Task Force to assist the Project Leader. The size, operating methods and membership of the Task Force, and the Project Leaders' responsibilities differ in each municipality.

Project Timetable

The approximate timetable for the Project is as follows:

March 1975

Completion of study of information systems, initial workshops in goal and objective setting at department level, and initial documentation.

March 1976

Completion of workshops at council (given council agreement) and sub-department level. Refinement of department level goals and objectives. Completion of second stage of documentation.

March 1977

Completion of objective setting at individual manager level. Refinement of goals and objectives at council, department and sub-department level. Completion of third stage of documentation.

March 1978

Refinement of objectives at all levels. Completion of documentation.

Documentation and Evaluation

One of the primary aims of the Project is to fully document the experiences of the four municipalities as they develop their own systems of goal and objective setting. Periodic reports will be issued reviewing the experiences and indicating lessons which have been learned. Another primary aim of the Project is to evaluate the effectiveness of the Project in meeting its goal and objectives.

Publications

A number of documents relating to various aspects of goal and objective setting have been written by the Project Team. These publications, which include technical papers, case studies, and the experiences of the project municipalities to date, are available through the Ontario Government Publications Centre.

Project Funding

The Project is being funded by the Ministry of Treasury, Economics and Intergovernmental Affairs and the four participating municipalities.

Project Publications

The investigations required for the design of this Project have led to a number of publications. As the Project proceeds and develops over the next four years, additional publications will be forthcoming — originating from the Project Team at the School of Business, Queen's University at Kingston. These publications will be available for purchase on the publication date indicated on the attached order form. Orders should be sent to the Ontario Government Publication Centre, Ministry of Government Services, 3B-7 MacDonald Block, Queen's Park, Toronto, Ontario, M7A 1N8.

Apart from the Project Overview Statement, the various publications have been grouped into four series.

Project Overview Statement

This paper describes the Project in overview fashion. It contains a statement of the goal and objectives of the Project, a description of the goal and objective setting process, and the documentation and evaluation processes to be used in the study. Price \$1.00.

Series A Publications: Project Documentation and Evaluation

The purpose of this series of papers is to describe the experiences of the four project municipalities in the implementation of the system of goals and objectives. This series will also include papers outlining the design of the evaluation process, as well as periodic reports on the evaluation of the Project.

- 1 *The Initial Stages of the Project, 1972-1974.* This paper traces the Project from its inception in 1972 through various approval stages ending with the approval of the Project by each of the four participating municipalities. Price \$2.00.
- 2 The Project Team has written a number of working papers on the design of the evaluation process being used to determine the effectiveness of the Project in achieving its stated objectives. These working papers can be obtained directly from the Project Principals at Queen's University.

Series B Publications: Technical Papers

The purpose of this series of papers is to present reasonably concise descriptions of broad areas of municipal management and administration as they relate to various aspects of the Project. These papers, which describe the state of practice and experimentation of the various areas, have been written for elected and appointed local government officials.

- 1 *Broad Goal Setting*. A review of the area of broad community goal setting including examples. Annotated bibliography. Price \$2.00.
- 2 *Performance Measurement*. An examination of the topic of performance measurement including examples of indicators in use in a number of municipalities. Annotated bibliography. Price \$2.00.
3. *Organizational Development*. This paper describes the general field of organizational development in municipalities and summarizes the experiences of one particular municipality with a behaviourally oriented change program. Annotated bibliography. Price \$2.00.
- 4 *Goal and Objective Setting in Municipalities*. A description of the topic of goal and objective setting in municipalities, including examples. Annotated bibliography. Price \$2.00.

Series C Publications: Case Studies

The purpose of this series is to describe various municipal experiences with programs related to the goal and objective setting process. The case studies are suitable for instructional purposes to focus discussion on the broad areas which the cases represent.

- 1 *Goals For Dallas 'A'*. The Dallas, Texas experience with broad goal setting involving extensive public participation. The 'A' case reviews the program from its inception in 1965 to 1972. Price \$2.00.
- 2 *Goals For Dallas 'B'*. The Dallas, Texas experience with broad goal setting involving extensive public participation. The 'B' case examines the program from 1972 to 1974. Price \$2.00.
- 3 *Thunder Bay 'A'*. This case traces the introduction of an organizational development program in an Ontario municipality. The 'A' case describes the program from its inception in 1972 through 1973. Price \$2.00.
- 4 *Thunder Bay 'B'*. This case describes the organizational development program from 1973 to 1974. The case reviews an evaluation session conducted two years into the training to assess the work of the program. Price \$2.00.

Series D Publications: Periodic Papers

The purpose of these papers is to describe various aspects of the Project which are felt to be of interest to municipalities contemplating the introduction of a system of goals and objectives.

- 1 *A Guided Reading Program for Project Leaders and Others*. This paper was prepared for the Project Leaders, and other interested individuals, to aid them in becoming familiar with the complex area of municipal goal and objective setting. This paper contains annotated bibliographies of relevant books, reports, and articles, and indicates suggested reading priorities. Price \$2.00.

This order form can be used to order publications of the Local Government Management Project. Orders can be made as the publications become available as indicated by the date of publication. Enclose payment with this order form. Make cheques payable to Treasurer of Ontario.

Orders should be forwarded to:

Ontario Government Publications Centre
Ministry of Government Services
3B-7 MacDonald Block
Queen's Park
Toronto, Ontario
M7A 1N8

Publication Title	Publication Month 1975	Price	No. Copies	Total Price
Project Overview Statement	December (1974)	\$1.00	_____	_____
Series A Publications: Documentation and Evaluation				
The Initial Stages of the Project	July	\$2.00	_____	_____
Series B Publications: Technical Papers				
Broad Goal Setting	July	\$2.00	_____	_____
Performance Measurement	September	\$2.00	_____	_____
Organizational Development	September	\$2.00	_____	_____
Goal and Objective Setting	October	\$2.00	_____	_____
Series C Publications: Case Studies				
Goals For Dallas 'A'	May	\$2.00	_____	_____
Goals For Dallas 'B'	May	\$2.00	_____	_____
Thunder Bay 'A'	November	\$2.00	_____	_____
Thunder Bay 'B'	November	\$2.00	_____	_____
Series D Publications: Periodic Papers				
Guided Reading Program	August	\$2.00	_____	_____
	TOTAL ORDER		_____	_____

Publications should be sent to:



Queen's
University
at Kingston



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